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PIC/D-126/60
2 November 1960

MEMORANDUM FOR: Assistant to the DD/I (Admin)

SUBJECT : PIC Review of the Inspector General's Report on Agency Training

REFERENCE : Your Memo, dated 3 October 1960, Subject: Inspector General's Report on Agency Training

1. The report in question was read with considerable interest by a few, selected senior staff personnel of the Photographic Intelligence Center. It was generally felt that the report presents an exhaustive and thorough review of the many and diverse activities being performed by the Agency Office of Training. The magnitude and scope of these activities are indeed impressive. We prefer to comment only on those recommendations pertaining to areas in which we might have some competence, familiarity or experience.

2. We are in substantial agreement with the following recommendations:-

a. The courses on International Communism be given wider publicity and offered to the personnel of other agencies. (pg. 55).

b. DCI issue instructions that Agency Regulations be amended by adding new provisions (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to the degree specified, the language commonly used in the area of that station. (pg. 71) (H.B. We have not included part (a) of this recommendation.)

c. The DD/P, as well as the DD/I and DD/S, strongly recommend to their division chiefs, assistant directors and other senior officers that they familiarize themselves, through attendance thereat, with the contents of the Introduction to Overseas Effectiveness Course. (pg. 75)

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d. The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas, DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting. (pg. 100) (Here we would recommend the substitution of the word "training" for "test".)

e. The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and GS-13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions. (pg. 149)

f. The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U. S. Government generally in keeping with the outline described above. (pg. 154)

3. The report seems to give the JOT Program "full marks" for its objectives, efforts and performance, and recommends that "the DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP." Although DD/I experience with JOT's has been rather limited, we question whether JOT's have proven or will prove to be any more competent or effective than those junior professionals recruited by the DD/I through other means. The DD/I offices of ORR, OSI and PIC will presumably continue to need specialists previously trained in the physical and social sciences to assure a continuous output of high-grade research work incident to their specialized responsibilities. It is believed that the best results can be achieved by recruiting the specialists and training them on the job rather than by recruiting the generalists and subjecting them to an extensive training program. We do not believe that the JOTP will be able to satisfy most of the future staffing requirements of these three DD/I offices, unless perhaps the JOTP were willing to devote considerable time and effort concentrating on the specific needs of these offices. Further, the JOTP recruiter, at least initially, would have to work extremely closely with a senior DD/I professional officer who can converse intelligently in the technical and specialized "jargon" of the potential recruit for these three offices. The bright, intelligent and flexible generalist would seem to be more suited to the needs of OCI and ONE.

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4. We do not believe that a DD/I career is regarded as a "second class status". (pg. 92) Junior and other professionals are attracted to a DD/P career primarily because of the opportunities for an overseas tour of duty, and for no other reason. Any doubt in this regard could be readily dispelled by granting to the DD/I authority for filling a greater number of overseas positions. This would certainly stimulate increased interest in a DD/I career, and make such a career as attractive as a DD/P career. A case in point is ORR's experience with recruitment which proved fairly conclusively that its greatest competition, aside from private industry with its more lucrative offers, is from the Foreign Service. When potential recruits were asked why they were leaning more towards a career with Foreign Service than with the Agency, they invariably replied that the overriding consideration was the excellent prospects for overseas tours of duty, despite the fact that they were very much interested in the kind of work ORR was doing, since it closely paralleled their work at graduate school. Further, we would like to point out that, during past Basic Orientation Courses sponsored by the Office of Training, there were always questions by non-DD/I professionals as to how one could transfer to OCI and ONE.

5. We feel that various courses given by the Office of Training (e.g., International Communism) should be of considerable benefit to personnel in all parts of the Agency, regardless of the specialized work of a particular component. However, PIC will still have to rely on external training to a large extent, especially in a field as technical as photogrammetry.

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Special Assistant to the Director
Photographic Intelligence Center

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